LA-UR-14-21960
Approved for public release; distribution is unlimited.

Title: Global Security Program Management Plan

Author(s): Bretzke, John C.

Intended for: Provide program management guidance to the PADGS organization

Issued: 2014-03-25

Los Alamos National Laboratory

Global Security Program Management Plan

Version 2.0, January 2014

Contact: John Bretzke

E-mail: jbretzke@lanl.gov

Phone: (505) 665-3867

Los Alamos NATIONAL LABORATORY EST. 1943

Signatures

Approved By:

Terry C. Wallace — 3-12-14
Principal Associate Director Global Security — Date

Developed and Submitted By:

Michael J. Burns — 27 Feb 2014
Deputy Principal Associate Director Global Security — Date

Scott Gibbs — 1-15-14
Associate Director Threat Identification and Response — Date

Nancy Jo Nicholas — 1/10/14
Strategic Outcomes Office — Date

George A. Erickson — 1/10/14
Strategic Outcomes Office — Date

Duncan McBranch — 1/13/14
Strategic Outcomes Office — Date

John C. Bretzke — 1-8-14
Program Director GS Program Office — Date

Nancy N. Sauer — 1/21/14
Associate Director Chemistry, Life and Earth Sciences; Global Security Program Council Chair — Date

Revision Control

Revision	Pages Revised	Major or Minor	Reasons For Revision
1.0	All	Major	---Initial Draft---
2.0	All	Major	Update organization, R2A2s, add strategy management and SOO

Acronym List

Acronym	Definition
B&R	Budget & Reporting
BRMD	Budget Resources and Management Division
CFO	Chief Financial Officer
CRADA	Cooperative Research and Development Agreement
DL	Division Leader
DOE	Department of Energy
DPADGS	Deputy Principal Associate Director Global Security
ECOR	Estimated Cost and Obligation Reporting
EO	Executive Order
ET	Emerging Threats
eWFO	Electronic Work for Others
GL	Group Leader
GS	Global Security
HQ	Headquarters
IA	Interagency Agreement
IDC	Intelligence, Defense, and Counterterrorism
IN	Office of Intelligence
IW	Interagency Work
IWBS	Institutional Work Breakdown Structure
LANL	Los Alamos National Laboratory
LANS	Los Alamos National Security
LAFO	Los Alamos Field Office
LLC	Limited Liability Corporation
M	Million
M&O	Management and Operating

NA	Nuclear Agency
NFE	Non-federal Entity
NNS	Nuclear Nonproliferation and Security
NNSA	National Nuclear Security Agency
NSPSO	National Security Program Support Office
NSPSOD	National Security Program Support Office Director
OFA	Other Federal Agency
PAD	Principal Associate Director
PADGS	Principal Associate Director Global Security
PEP	Performance Evaluation Plan
PCE	Project Controls Engineer
PD	Program Director
PEP	Performance Evaluation Plan
PI	Principal Investigator
PL	Project Leader
PM	Program Manager
PMP	Program Management Plan
POC	Point of Contact
RAM	Responsibility Assignment Matrix
R2A2	Role, Responsibility, Authority, and Accountability
SC	Office of Science
SOO	Strategic Outcomes Office
SOW	Statement of Work
US	United States
WAS	Work Authorization Statement
WBS	Work Breakdown Structure
WFO	Work for Others

Document Purpose

This is the Program Management Plan for the Global Security portfolio at Los Alamos National Laboratory and benefits the program by documenting and communicating the program's management goals and approaches. The document provides a management and control structure by identifying the methods and processes to be executed in achieving the Global Security portfolio's technical and programmatic goals. Approval of this plan establishes the program management team's work charter and authorizes the tasks and activities to be carried out in accordance with the details contained herein.

Table of Contents

Executive Summary

The Global Security Directorate mission is to protect against proliferant and unconventional nuclear threats –regardless of origin - and emerging new threats. This mission is accomplished as the Los Alamos National Laboratory staff completes projects for our numerous sponsors.

The purpose of this Program Management Plan is to establish and clearly describe the GS program management requirements including instructions that are essential for the successful management of projects in accordance with our sponsor requirements. The detailed information provided in this document applies to all LANL staff and their subcontractors that are performing GS portfolio work.

GS management is committed to a culture that ensures effective planning, execution, and achievement of measurable results in accordance with the GS mission. Outcomes of such a culture result in better communication, delegated authority, accountability, and increased emphasis on safely and securely achieving GS objectives.

1. Introduction

Los Alamos National Laboratory is unique in that it possesses a broad set of national security related technical capabilities and facilities at one secure location that can be brought together to address the breadth of global security challenges that our country is facing. The combination, however, of multiple facilities, technical capabilities, sponsors, and national threats requires a deliberate approach to management in order to efficiently and effectively meet the sponsor's demands. This PMP provides a core framework that many of the LANL institutional processes must work within in order to execute a coordinated and optimized overall program.

1.1 GS Program Management Goals

The GS Program Management Plan has been developed targeting a number of proven practices for the effective management of large groupings of related projects. These goals include having:

- A clear, meaningful, measurable, and integrated set of mission, goals, priorities, and performance measures to best articulate program plans and evaluate results.
- An effective and efficient organizational structure that facilitates implementation of program goals, empowers people to achieve results, enforces accountability for performance, and develops a cadre of talented people.
- A project planning mechanism that can be easily applied to the smallest project and expanded/tailored upon to meet the needs of a large, complicated project to provide each project with a smooth launch.
- A comprehensive cost and schedule management system that is flexible to meet the varying needs of our projects and integrated with the LANL financial systems to accurately monitor project performance.
- A configuration controlled work breakdown structure that cuts across the entire breadth of work performed by the GS organization to facilitate integration, coordination, staffing, and performance reporting.
- A streamlined performance reporting process that pulls status information from the project teams once per month to generate the status reports required by GS management and our sponsors.
- A collection of tools and project management practices, including risk rating, analysis and review, which can be easily tailored to meet the needs of the project, balancing cost effectiveness with appropriate project control.
- A commitment to developing skilled project and program managers and providing them the support they need to do their jobs.

Program management activities are at the center of the GS-wide enterprise. Figure 1-1, Addressing Portfolio, Program, Program, Project, and Capability, shows the primary communication connections between the various work processes (in gray ovals) and the key activities performed (in green circles). This PMP has been developed, in part, to ensure that the

information flow through the central hub, Program Management, is controlled and predictable in an efficient manner.

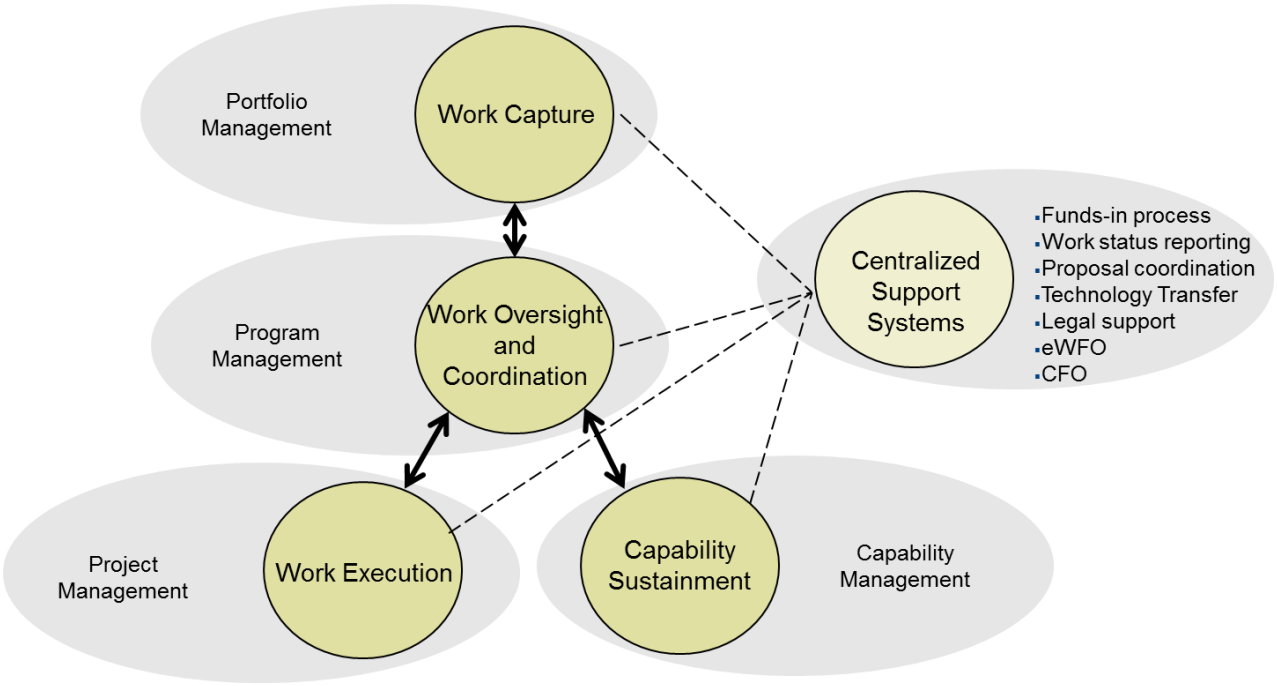


Figure 1-1: Addressing Portfolio, Program, Project, and Capability

The PMP addresses each element of the model shown in Figure 1-1 by:

- Careful and deliberate assignment of roles, responsibilities, authorities, and accountabilities
- Reinforcement of the R2A2 through the design of management review processes and content
- Establishment of meaningful metrics that similarly address portfolio, program, project, and capability management elements
- Integrating the management tool set in order to facilitate the transfer of data as necessary to support the needs of each element.

Between implementing core practices and addressing the overall management needs of the GS programs, the approach taken to develop this PMP has been continually focused on the needs of the sponsors. For example, LANL must perform its due diligence in maintaining financial control over the funds that are used to complete projects. With a range in project scopes from <$100k to many millions of dollars, however, the same level of rigor should not be applied to all projects. One size does not fit all and this program plan recognizes that fact and lays out an approach to manage all of the projects appropriately.

2. Global Security Organization

The Global Security organization at LANL operates to meet the needs of a large sponsor base mainly from across the US Government but also including state and local government and the commercial sector. This has resulted in the need to effectively and efficiently manage hundreds of simultaneous projects. In order to do this successfully, LANL has established a matrix-based organizational structure with a necessary and sufficient performance management system overlay to meet the challenging needs of our sponsors.

The matrix organization facilitates the rapid staffing and de-staffing of projects with the specific talents needed for a given sponsor. The deep and broad expertise base of LANL, particularly in "anything nuclear," can truly be mixed and matched as needed to meet each individual need.

The performance management system that overlays the matrix organization allows LANL to control assignments and commitments and then monitor project progress in order to make sure that our sponsor's needs will be met.

2.1 Laboratory Organizational Structure

Los Alamos National Laboratory, a multidisciplinary research institution engaged in strategic science on behalf of national security, is operated by Los Alamos National Security, LLC, a team composed of Bechtel National, the University of California, The Babcock & Wilcox Company, and URS for the Department of Energy's National Nuclear Security Administration.

Los Alamos enhances national security by ensuring the safety and reliability of the U.S. nuclear stockpile, developing technologies to reduce threats from weapons of mass destruction, and solving problems related to energy, environment, infrastructure, health, and global security concerns.

Our Vision

Los Alamos National Laboratory is the premier national security science laboratory.

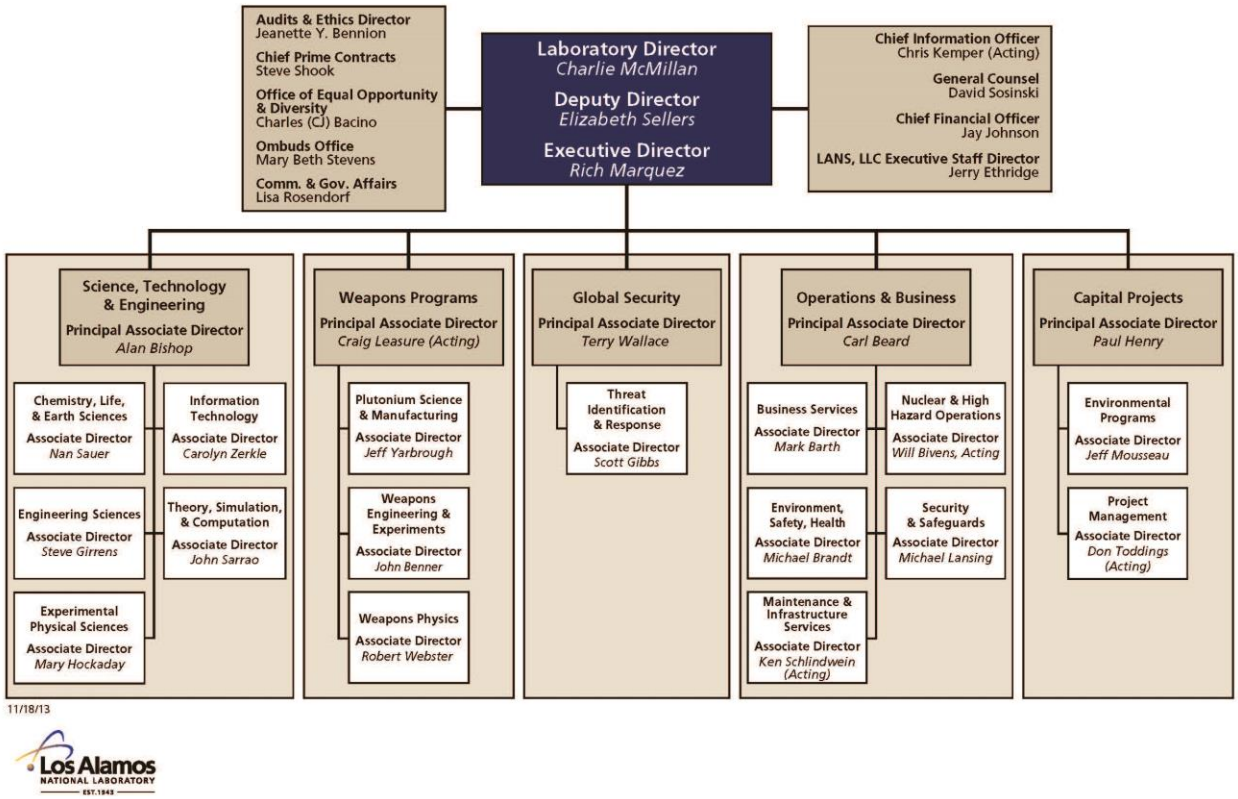
Our Mission

The mission of the Laboratory has four main elements:

- Stockpile Stewardship
- Energy Security and Emerging Threats
- Protecting against the Nuclear Threat
- Science and Engineering Capabilities

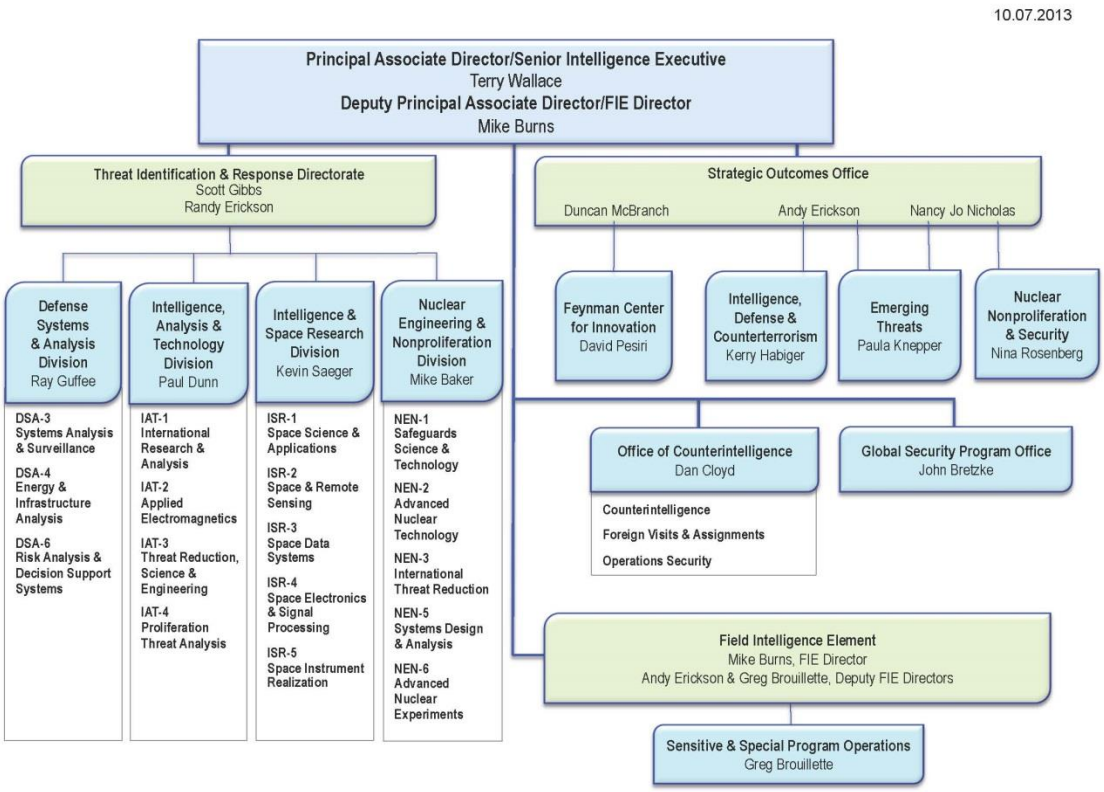
Figure 2-1, LANL Organization Structure, shows a high level view of the organization structure of LANL. The five Principal Associate Directors that report to the Laboratory Director are self-evident in their scope and focus. Less clear from this method of display is the fact that the Global Security organization relies heavily on the capability of the other Directorates to accomplish its work through a matrix management approach. This will be described in more detail throughout this plan.

Figure 2-1: LANL Organizational Structure



The GS organizational structure is shown below in Figure 2-2. It is a classic matrix structure comprised of both program and line organizations. The TIR Directorate has four reporting Divisions (DSA, IAT, ISR and NEN). The Strategic Outcomes Office (SOO) guides the 4 Programs Offices (FCI, IDC, ET, NNS). Beginning in FY2014, GS incorporated the Laboratory's previous Technology Transfer office and renamed it the Feynman Center for Innovation. The GS WBS and Corporate Dashboard will also reflect this change beginning in FY 2014.

Figure 2-2: GS Organizational Structure



2.2 GS Work Breakdown Structure

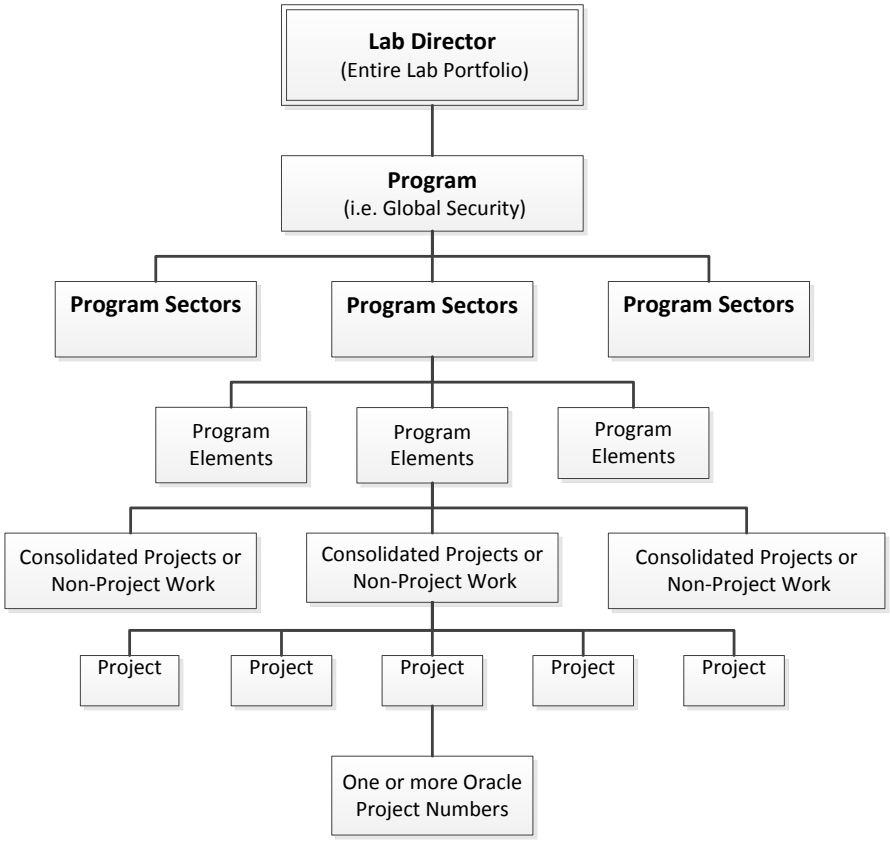
LANL has established an institutional work breakdown structure to organize and describe a hierarchical arrangement of the entire set of LANL Programs and Projects. This IWBS is an enterprise-wide platform for multiple organizations to communicate work planned on Programs and Projects. It establishes a structure for cross-cutting management and performance information. It also facilitates tactical resource planning by providing the outline for expressing sponsor and institutional priorities in various Programs.

The program-focused IWBS differs from the DOE ECOR and B&R funding structures because the ECOR/B&R structure is designed for managing funds, while the IWBS structure is designed to manage LANL work and program activities, noting that there is some alignment.

The IWBS is also different from an organization structure. The IWBS hierarchy is arranged to facilitate managing work at LANL, while the organization is designed to manage resources. A program deliverable may crosscut many organizations and demand their resources. Noting again, there are areas of alignment.

Figure 2-3, Laboratory-wide Work Breakdown Structure Outline, shows the relationship between the different levels within the IWBS at LANL using the generic lab-wide terminology.

Figure 2-3: Laboratory-Wide Work Breakdown Structure Outline



As an example, Table 2-1 shows the GS WBS flow for one particular element of work scope.

Table 2-1: GS WBS Example

Generic IWBS Level Name	Specific GS WBS Example
Program	Global Security
Program Sector	Nuclear Nonproliferation and Security
Program Element	Nonproliferation Deployment
Consolidated Projects	NA-21
Project	Convert LEU Fuels
Oracle Project Numbers	H9BA, H9BB, H9BE, H9BL, H9BM, H9BN

The complete work breakdown structure for the GS Portfolio is included as Attachment A. This WBS is under an informal GS-specific change control process that is consistent with the institutional change control approach (Institutional WBS Change Control Process, DI-IWBS-001) and is updated as work is completed or added to the GS portfolio. The GS Program Office has the primary responsibility to coordinate any and all changes with the institutional System Integration Group to assure continual alignment with the laboratory management systems (i.e., Oracle).

2.3 Sponsor Work Breakdown Structures

Many of the GS sponsors have their own work breakdown structure in order for them to have in place the necessary tools to oversee the work that they assign. The LANL IWBS has not been designed with a one-to-one relationship with each of these WBS structures for obvious reasons. In the cases where there is a benefit to keeping the sponsor's WBS numbering system associated with the particular project it will be included as part of the project's title within LANL's system. In this manner the LANL IWBS can be used to assist in the management of the activity at LANL and the data can be quickly sorted to facilitate communication with the sponsor.

2.4 The Feynman Center for Innovation

A new element to the Global Security Directorate, and the Laboratory's approach to both program and mission, is the recently created **Richard Feynman Center for Innovation (FCI).** Reporting to the CTO, within the SOO, this new structure encompasses the scope and functions of the former Technology Transfer Division and was established to sustain a culture at Los Alamos that converts new ideas into solutions with an agility that enables the United States to protect against the threats unleashed by ever more rapidly changing technology. Moving beyond the traditional "commercialization-focused" approach to technology transfer, FCI will emphasize "mission-focused" technology transition. This focus is inspired by the legacy of Richard Feynman: creativity, unconstrained thinking about big problems, keen insight into solutions, and a flair for communication. Dr. Feynman was also one of the first to patent at the Laboratory.

FCI defines "innovation" in its most challenging sense: the path from scientific creativity to deployment of a solution that can change the world. It also celebrates the broader context of innovation, the creation or a viable new offering. The latter definition broadens the areas for applying this focus from the technical to most every part of the enterprise such as process, structure, service, customer engagement etc. To consistently innovate for our core missions

LANL must develop the people and practices that lead to innovation across the breadth of the Laboratory. This includes activities in three areas that the Feynman Center will focus on:

1) Strategic Interagency Work: Deliver innovation, through an integrated portfolio of R&D work across LANL's key national security sponsoring agencies, enhanced by the ideas developed through strategic internal investments. Leverage partnerships with top-tier industry, other federal Labs, and universities to ensure LANL is working on the most challenging problems relevant to missions, and to build the best teams.

2) Market Transition: Deploy innovation for enhanced economic impact regionally and nationally. Strong national economic impacts come from collaborative R&D with the most innovative companies, when developed breakthrough innovations are in areas chosen for strategic impact. Work to diversify the regions, where the Laboratory is a catalyst for economic development that does not depend primarily on government support, and where the communities of Northern New Mexico are key partners in growth.

3) Innovation Assets: Foster innovation through stewardship of intellectual property (inventions and software), ability to test and implement new business models for the US government to benefit from the rapid pace of commercial technology development, and emphasis on business practices that are fast, fair, and transparent.

3. Roles, Responsibilities, Authorities & Accountabilities

The Laboratory has established P-313, Roles, Responsibilities, Authorities, and Accountability, to provide a common basis for assigning roles, responsibilities, authorities, and accountabilities to LANL staff. Consistent with that lab-wide policy, the following quickly explains the key characteristics of each element of R2A2 (for a more complete explanation see P-313):

- Role: A worker's role is the function that he or she performs. A worker may have one or more roles.
- Responsibilities: Responsibilities are formally assigned specific actions that an employee is required or otherwise obligated to take in the course of carrying out his or her duties. Responsibilities can be extended or shared, but cannot be delegated or abrogated.
- Authority: Authority represents the power to make decisions on a set of issues, in order to ensure that mission work is properly carried out. In general, authority may be delegated. However, authority may not be delegated if delegation is specifically prohibited through contractual or other formal documents.
- Accountability: Accountability represents assurance that actions taken under an employee's span of control, and quality of work products, are within expectations; and if not, that the employee will make satisfactory amends as required.

LANL organizations are chartered to perform defined tasks or services that must be planned and executed to fulfill mission obligations by delivering products and services. The delivery system adopted by the Laboratory includes programs, projects, and line management. The relationship among these three is designed to deliver mission products and services in an efficient manner.

Program offices, working with external sponsors and internal organizations, determine what products and services will be delivered to meet sponsor needs, general timeframes, and funding constraints.

Programs are executed through assignment of specific work to project teams that provide the primary interface between program and line management to negotiate and define project deliverables, budgets, and schedules to meet the project charter and apply line expertise to appropriate priorities.

Programs and projects depend upon line organizations to provide people, equipment, facilities, infrastructure, and expertise to produce mission deliverables. The operating structure for providing such resources is through a balanced matrix approach wherein the line organization has specific responsibility for an assigned function and accountability that the function is performed safely, securely, and in compliance with applicable laws, regulations, and policy. Many of the projects require staff from multiple organizations to meet the technical requirements and in these cases the organization that provided the PI/PL is considered the lead organization for the project unless otherwise agreed to by the PI/PL's organization, the program office, and the PI/PL.

3.1 Responsibility Assignment Matrix

This section provides the overview of R2A2s for the execution of the GS program management processes at LANL. The following positions are included:

- Principal Associate Director for Global Security
- Deputy Principal Associate Director for Global Security
- SOO Program Director (i.e. Program Directors and Chief Technology Officer residing in the institutional Strategic Outcomes Office)
- Program Director (i.e., NNS, ET, or IDC Program Director positions)
- Program Manager (i.e., sub-element XX program manager, this role reports to a Program Director)
- GS Program Office Director (i.e., the person assigned to lead the GS Program Office)
- Line Manager (i.e., Associate Director, Division leader, or Group Leader of the line organization that is leading the execution of the project)
- Principal Investigator/Project Leader (i.e., The person assigned from the line organization to provide the overall leadership to the assigned project)
- Project Team Members (i.e., personnel assigned to support the project)

The following discussion also introduces the term Capability Manager. In general terms, this role is provided by a line manager or a point of contact assigned by the line manager and is not called out separately.

A Responsibility Assignment Matrix is used to show the high-level differences in assigned responsibility between the various key participants in managing the overall programs within GS. Table 3-1, GS Responsibility Assignment Matrix, shows these assignments.

Table 3-1: GS Responsibility Assignment Matrix

Activity	PADGS	Strategic Outcomes Office	Program Elements (PD, PM)	Line Management (AD, DL, GL)	PI/PL	GS-POD
Portfolio Management	R/A	C	C	C	C	I
Strategy Management	A	R	C	C	C	I
Program Management	A	C	R	C	C	I
Work Capture	A	C	R	C	C	I
Initiate Project	A	C	R	C	C	C
Plan Project	I	I	A	A	R	C
Execute Project	I	I	A	A	R	I
Monitor and Control Project	I	I	A	A	R	I
Close Project	I	I	A	A	R	C
Capability Sustainment	C	C	A	R	C	I
Compliance Management	I	I	I	R/A	C	C
Performance Assurance and Evaluation	A	I	C	C	C	R

A = Accountable for activity
R = Responsible to perform activity
C = Consult with responsible party (provide input to the responsible party)
I = Informed by responsible party
Pink fill-in color represents the primary responsible party

The RAM is designed to show only the major areas of assigned responsibility. There are many details underneath this separation of responsibilities that will be discussed in subsequent sections of this document.

In general, it conveys that the PADGS has overall responsibility and accountability for managing the GS enterprise for LANL. The SOO is responsible for developing and deploying strategies for GS that are integrated with the Weapons Program, the Science, Technology and Engineering Programs and other LANL institutional strategies. The program elements are responsible for managing/coordinating the various programs, capturing new work, and ensuring that new work is successfully launched. Line management is responsible for managing their assigned area in a competent, compliant, and forward looking manner. The Principal Investigators, or Project Leaders, are responsible for all aspects of their assigned projects. Finally, the GS-POD is responsible for managing the systems and processes that provide performance assurance and evaluation capability to the various stakeholders.

To go down one more level of detail beyond the RAM, it is beneficial to break these assignments up into four large management tasks associated with accomplishing the overall mission of Global Security; strategy management, work capture, work execution, and capability sustainment. Table 3-2, Strategy Management Key Roles, shows the most significant roles associated with managing strategy for the GS mission.

Table 3-2: Strategy Management Key Roles

Position/ Organization	Strategy Initiation (Development and Integration)	Strategy Planning	Strategy Execution	Feedback / Plan Updates
PADGS	Oversees process, identifies opportunities	Oversees process, ensures integration across sponsors and LANL capabilities	Oversees strategy execution, provides institutional support	Receives feedback from senior external sponsors and provide input to updated Plans
Strategic Outcomes Office, Program Directors	Develops and initiates process, develops strategies, and integrates across sponsors and LANL	Develops GS Strategic Plan and evaluates/selects strategic objectives	Directs execution of cross-cutting and programmatic strategic actions	Receives feedback from stakeholders and updates strategic plan
Program Director/Program Manager	Supports strategy development	Supports development of GS Strategic Plan and leads development of Programmatic Strategic Actions	Leads execution of strategic actions	Receives feedback from stakeholders and updates programmatic strategic action plans
Line Managers, Capability Managers	Supports strategy development; examines SWOT, analyzes gaps, aligns stakeholders, advises on their capability areas, recommends investments, and identifies opportunities	Supports development of GS Strategic Plan	Supports execution of strategic actions	Receives feedback from stakeholders and provides input to updated plans
GS-PO	Supports strategy development	Supports deployment of the Strategic Plan and Actions	Supports execution with tools, data sets, etc.	Supports plan updates

Pink fill-in color represents the primary responsible party

The R2A2s for strategy management have been defined to enable a systematic approach to the generation of institutional level strategies and their realization through action plans. This process begins with the SOO generating institutional strategies that are integrated with other Lab programmatic and operational strategies, and across the set of key national security sponsors. The SOO is then responsible for generating a GS Strategic Plan that incorporates input from Program Offices, Cross-Cut Leads, and LANL Line Organizations. A critical component of the Strategic Plan is the delineation of vertical (Programmatic/capability) and horizontal (Cross-Cutting) objectives. The SOO is responsible for prioritizing these objectives and assigning them

to program offices, which develop and execute tactical action plans to reach their assigned strategic objectives. The SOO periodically assess progress on these tactical action plans.

The Cross Cut Leads reside in their line organizations and continue with their current programmatic work, but lead, integrate, and advise on their subject expertise. The cross cutting topics focus on national strategies and investments in six areas of national security outside the nuclear weapons program and include the following:

Table 3-3: GS Cross-Cutting Areas

Nuclear Forensics			Treaty Verification			Space Defense			Bio-Security			Large Data to Decision			Persistent Surveillance		
Nuclear materials, facilities, and radiochemistry	High-performance computing	Nuclear weapons design	International relationships	Safeguards & Security	Remote sensing	Satellite technology	Space & situational awareness	High-performance computing	Energy programs	Computational biology	Bio-surveillance	High-performance computing	Novel image processing	Decision-making tools	Remote sensors	Materials	Systems

Table 3-4, Work Capture Key Roles, shows the most significant roles associated with capturing work for the GS mission.

Table 3-4: Work Capture Key Roles

Position/ Organization	Work Capture Initiation	Work Capture Planning	Work Capture Execution	Feedback / Plan Updates
PADGS	Oversees process, identifies opportunities	Approves Work Capture Plan and Plan updates	Oversees Work Capture Plan execution, provides institutional Support	Receives feedback from senior external clients and provide input to updated Plans
Program Director	Develops the overall strategy, identifies opportunities	Develops Work Capture Plan and updates to the Plan	Executes Work Capture Plan, captures new work scope	Receives feedback from clients and updates Plans
Program Manager	Supports strategy development, identifies opportunities	Supports Work Capture Plan development	Supports execution as requested by Program Director	Receives feedback from clients and provides input to updated Plans
Line manager, Capability Manager, PI/PL, and project team members	Supports strategy development, identifies opportunities	Supports Work Capture Plan development	Supports execution as requested by Program Director	Receives feedback from clients and provide input for updated Plans
GS-POD	Support strategy development, particularly on the industry partnerships	Support Work Capture Plan development, particularly on the industry partnerships	Support execution with tools, data sets, etc., and with industry partners	Receive feedback from industry partners and provide input for updated plans and improve tools and data sets

Pink fill-in color represents the primary responsible party

The R2A2s for work capture have been established with a goal of maintaining LANL's entrepreneurial science yet speaking a single message to sponsors. Table 3-4 captures this approach with the PD owning the primary responsibility while the line organization has supporting roles. Within this model the line organizations continue to develop new ideas and scientific breakthroughs, work across the institution to combine technologies and prove concepts, and, when ready, work with the program director/managers to develop a strategy/plan for interfacing with sponsors. The relationship between the program offices and line organizations are "two-way streets." In some cases the program will have specific needs and work with the line organization to see if there is a technological solution and in other cases the line organizations are going to develop new technology and then work with the program offices to determine its benefit to sponsors. In this manner the line organizations continue with entrepreneurial science while the program offices modulate the single voice of the lab.

Table 3-5, Work Execution (Project) Key Roles, shows the most significant roles with executing the work necessary to provide deliverables to the GS sponsors.

Table 3-5: Work Execution (Project) Key Roles

Position/ Organization	Project Initiation	Project Planning	Project Execution	Project Closeout
Program Director/Manager	Negotiates with client	Approves Project Plan	Oversees execution	Oversees closeout
Line Organization assigned the Project	Supports negotiations	Develops Project Plan, assigns the PI/PL	Manages execution, project risk, and reports status	Performs closeout
Line Organization(s) supporting the project	Supports negotiations	Supports project planning, assigns staff	Performs assigned tasks and supports status reporting	Supports closeout
NSPSOD	Maintains IWBS, processes WFO requests, and operates associated support systems	Inputs the Plan as basis for future report generation into system tools	Compiles project status information and distributes monthly reports	Updates IWBS and associated support systems

Pink fill-in color represents the primary responsible party

The goal behind the R2A2s for work execution is to reinforce the concept that those responsible for performing the work must be responsible for managing the work. The program office retains responsibility for initiating a project, working closely with the sponsor and the line organization, and is accountable for a healthy launch of new work. But once the effort has passed the initiation phase, the line organization is responsible for properly managing and executing the assigned work. During all phases of work execution, however, all of these organizations continually work together as a team and communicate routinely. The program office retains accountability to the sponsor that the work will be completed, so they have a necessary oversight role. Additionally, the program office must support the line organization in resolving any conflicts that arise, such as resource priorities within the lab.

Another key, ongoing responsibility that is assigned to GS is the development and execution of a long term strategic plan with tactical actions that will maintain the long term health of the GS program at LANL. This responsibility must be performed in unison with the other programs across the LANL institution. Table 3-6, Capability Sustainment Key Roles, shows the primary roles that each participant has in this process.

Table 3-6: Capability Sustainment Key Roles

Position/ Organization	Capability Sustainment Initiation	Capability Sustainment Planning	Capability Sustainment Execution	Capability Sustainment Feedback / Plan Updates
PADGS	Oversees process	Approves Plan and Plan updates	Provides institutional coordination and support	Receives feedback from senior external clients and provide input for updated Plans
Program Director	Develops the overall strategic boundaries	Supports Action Plan development and coordinates with sponsors	Provides institutional coordination and support	Receives feedback from clients and provide input for updated Plans
Program Manager	Supports Strategy Development	Supports Action Plan development	Oversees Action Plan execution	Receives feedback from clients and provide input for updated Plans
Capability Manager (assigned Line Manager or POC)	Identifies needs and opportunities	Develops Action Plan and assembles Program Office(s) support for implementation	Executes Action Plan as assigned	Provides status of Action Plan execution and updates Plan

Pink fill-in color represents the primary responsible party

Sustaining the capabilities of the lab is challenging for a number of reasons, not the least of them is that it requires informed insight about the future needs of our sponsors and usually long term funding commitments. Additionally, the line organizations support multiple programs from across the lab which clearly places the primary responsibility on the line organization as they have the most complete "view" of what is happening both in technology and demand for their capability. The Program Director has the lead responsibility during the initiation in order to control the boundaries of any plan consistent with the long term strategy of the lab and of our sponsors. These boundaries typically provide insight into possible funding channels/ceilings and the long-term needs of the sponsors. The capability managers then work within those boundary conditions, continuing to work with the program offices (i.e., to evaluate funding options), to develop and implement the necessary plans for a healthy future.

The planning phase for capability sustainment is a significant challenge. The capability manager must address the needs of their entire sponsor set (including potential new, future sponsors) in terms of facilities, equipment, and expertise. It is not unreasonable to anticipate that these plans will require the support of multiple Program Offices (and their sponsors) to work in unison to invest in order to maintain or improve a capability. The Capability Manager must take the lead in pulling together the necessary stakeholders to bring consensus to their plan in order that it may be implemented. Within the Global Security set of stakeholders, this will likely require multiple sponsors to support major investments. On occasion, this may also require the Capability Managers to work with other Capability Managers due to an opportunity where synergy exists between their needs that if acted upon could provide the institution an optimized solution that supports multiple needs.

3.2 Roles, Responsibilities, Authorities, and Accountabilities

This section includes the detailed R2A2s for the execution of the GS portfolio, program, and project management. For each of the key participants listed in section 3.1, a detailed R2A2 is presented. These positions may have R2A2s beyond this scope which is not explicitly covered here. Additionally, the R2A2 for the Senior Intelligence Executive and the Field Intelligence Element Director have been included due to their roles with much of the work performed within the GS portfolio.

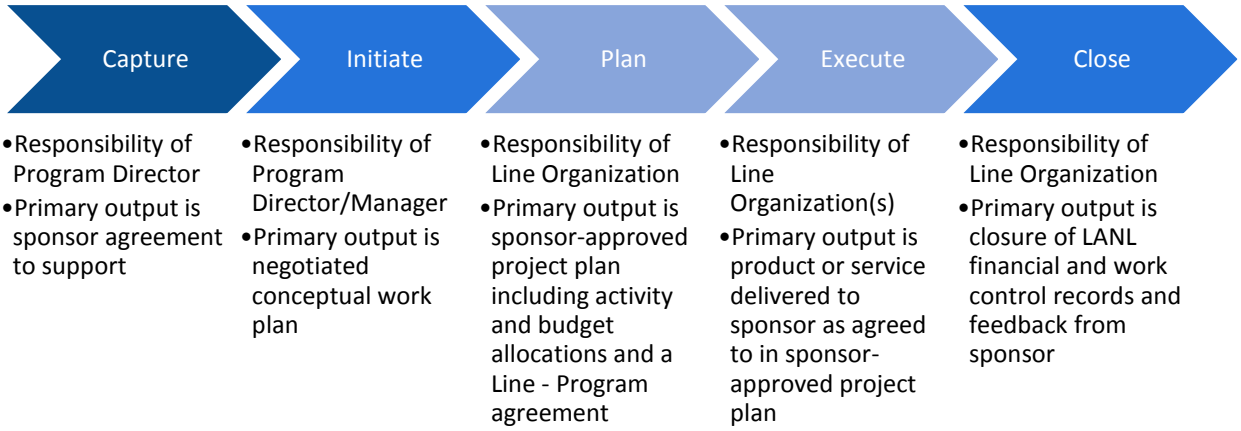
All employees and subcontractors working at LANL have specific R2A2's regarding the safety, security, quality, and environmental scope of their work. Although they are not re-stated here, their importance is not to be minimized.

These R2A2s are written to provide clarity during execution and recognize that members of the LANL staff must work together as a team to be successful. No one position has all of the information, responsibility, or authority to individually execute a large program successfully. Everyone has been given specific tasks that clearly delineate individual responsibilities but each of those responsibilities will require the input and work of others on the team in order for the assigned person (and the lab) to be successful. In some cases this will include the work of others that are not in the individual's chain of command, particularly given that LANL relies on matrix management to execute projects. Further, although the following is presented by general job titles, the key to their implementation is a clear understanding of who has been assigned each of the separate roles by their managers since their job title might not line up one-for-one with the titles used in this document. Attachment B contains the detailed Roles, Responsibilities, Authorities, and Accountabilities for Global Security.

4. Critical Processes

Achieving the goals and objectives of the GS organization are best accomplished using a systematic approach. This approach represents a set of steps that allow technical staff to focus on high-quality work while using a standard, yet flexible, management support system. Figure 4-1: GS Work Process Steps outlines the 5-step process that governs how direct programs move from a technical challenge to the successful delivery of a product or service to a sponsor.

Figure 4-1: GS Work Process Steps



To move through these steps in a consistent fashion, a set of standard processes will be used for GS direct programmatic work. These critical processes are:

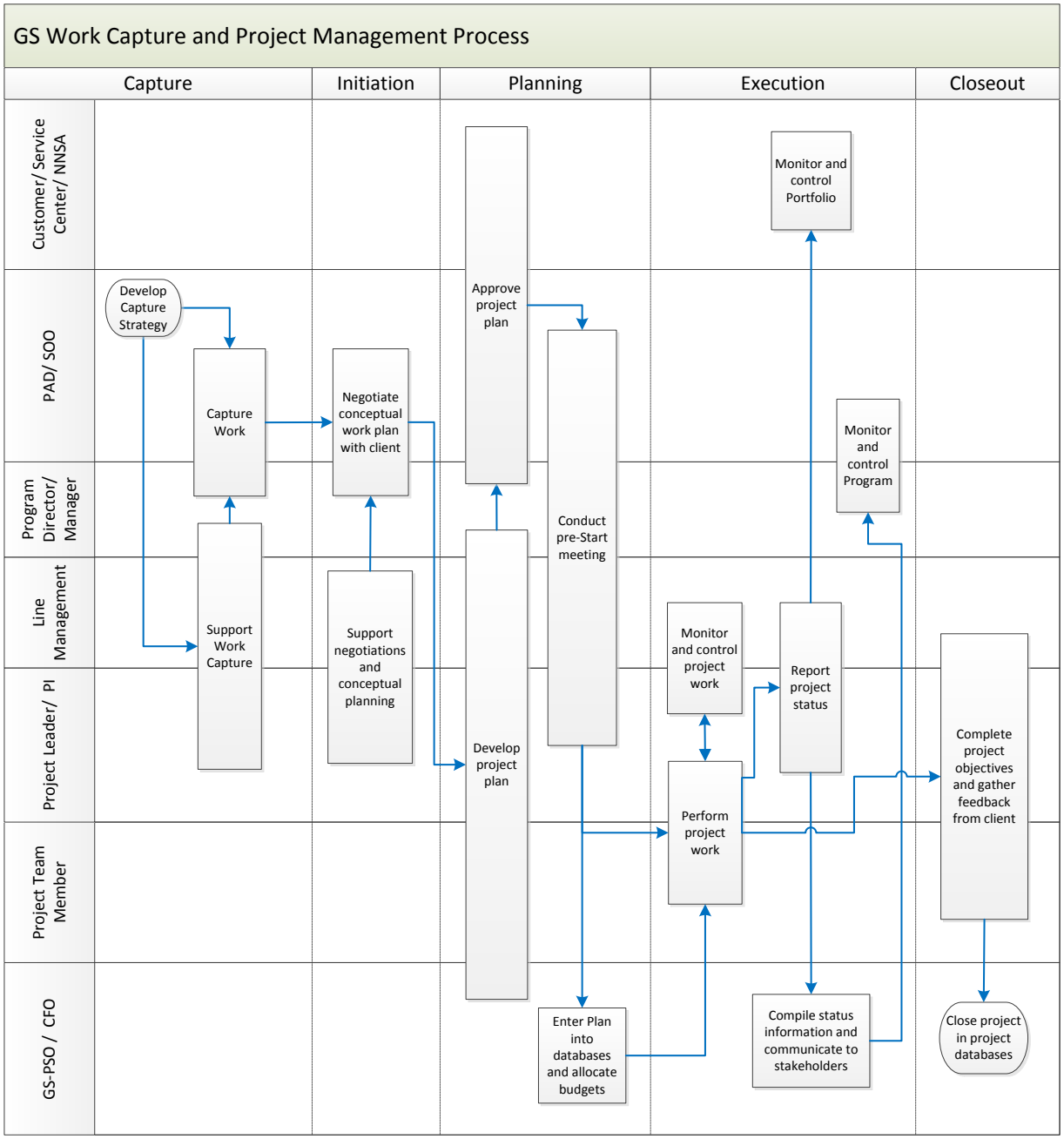
- Work Capture and Project Management
- Financial Management
- Performance Reporting
- Risk Management
- Funds-in Processing for Work for Others

The following sections briefly describe these critical processes, highlighting R2A2s and process interdependencies.

4.1 Work Capture and Project Management

At each step in the process a set of standard activities are carried out by various roles across the Laboratory. These activities, collectively named the GS Work Capture and Project Management Process, are shown in Figure 4-2: GS Work Capture and Project Management Process. At all points, a graded approach to applying this process is encouraged so the cost of management never exceeds its benefit.

Figure 4-2: GS Work Capture and Project Management Process



During the capture phase, Program Directors work closely with program and line staff to support the needs of existing and new sponsors that want to sponsor work that meets their needs and is aligned with Laboratory and GS strategic directions. Although many ideas may be pursued, only a small subset will move on to the next phase.

During the initiation phase, program managers with line management support negotiate with the sponsor and arrive at a conceptual plan for achieving the sponsor's objectives given financial and scheduling constraints. At this point, line management with program office input identifies a project leader or principal investigator to lead the project and a project charter (a simple Work Execution Plan (WEP) format and tool is available to facilitate this step) is generated. It is also at this phase that the Approved Funding Program and, if necessary, WFO processes (described in later sections) are initiated to ensure that funds are received by the Lab's CFO. It is important to note that the conceptual plan is not at a level of fidelity necessary to become a formal agreement between the Lab and the sponsor, but of sufficient detail to go on to the next phase. It is also important at this phase to begin identifying the risks with the work and convey these preliminary thoughts to the sponsor.

During the planning phase, an integrated project team is formed to plan the work given resource availability and priority, including funding, people, facilities and materials. Impacts of other work being performed at the Lab (both direct and indirect) are incorporated into the plan. Note that this is necessarily an iterative process involving the sponsor, program management and line organizations and must include open discussions about the risks and opportunities associated with the project work. Once a sufficiently detailed plan is developed by the line organization and approved by program management, select project data is entered into various databases for the purposes of allocating budgets, performance reporting, and communications. It is at this point that work is authorized to begin. The plan that is created during this phase may take many different forms (be tailored) to meet the needs of the project and sponsors.

During the execution phase, line organizations perform work according to the approved project plan. Line management is responsible for project execution while the PL/PI reports progress as required by line and program management. The GS-PO operates and maintains a Performance Assurance and Evaluation system to collect performance data for Program-level and GS Portfolio-level decision making, for institutional performance measurement, and for NNSA PEP/PEP reporting. In some cases, sponsors have their own separate reporting requirements and systems that must also be addressed and will typically be satisfied at the project level by the PI/PL.

And finally, during the closeout phase, the PI/PL and line management ensure that all deliverables and milestones have been achieved and that the sponsor is satisfied with the product or service delivered to them. Project closure must also be reflected in institutional and GS systems, and in particular, Project Codes in Oracle must be officially closed.

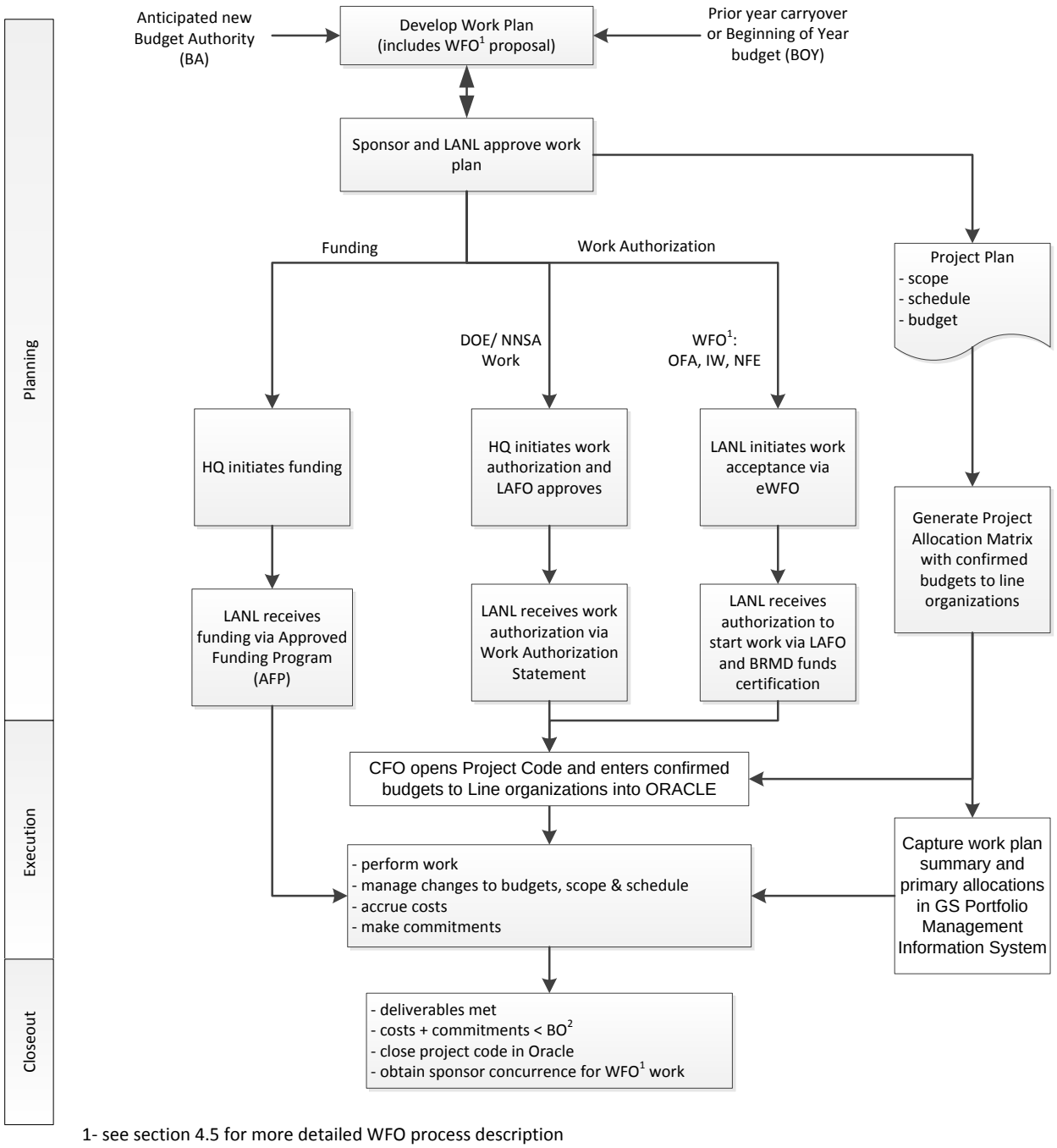
4.2 Financial Management

Financial management plays a central role in the management of work at LANL because the Laboratory has a responsibility to be an effective steward of taxpayer dollars. This fiduciary responsibility has resulted in a significant investment of resources in financial accounting processes and systems in order to meet substantial external requirements. From a work capture and project management perspective, it is important to understand:

- The importance of good work planning,
- The need to integrate with a variety of sponsor-facing management systems,
- The difference between funding and work authorization,
- How work authorization differs between DOE/NNSA and Work for Others,
- How budgets are allocated to line organizations that perform work,
- The role of the Lab's Oracle system during project execution, and
- The importance of proper project closure when work is completed.

As shown in Figure 4-3, Financial Management, this begins with work planning. Both program managers and PI/PLs work iteratively with the sponsor to arrive at an integrated project plan that includes scope, schedule and budget consistent with Lab resource availability. For multi-year projects, prior year carryover funding may augment new fiscal year money. Good work plans serve as an agreement between LANL program managers and the line organizations performing work. They also serve to communicate a consistent set of expectations between the Lab and sponsor.

Figure 4-3: Financial Management



1- see section 4.5 for more detailed WFO process description
2- Budget Outlay (BO) = new BA + BOY carryover

Laboratory management systems must be synchronized with a variety of sponsor systems. Each sponsor may have its own unique selection process and project tracking system. For example, the NNSA Office of Nonproliferation Research and Development (NA-22) uses an annual "Life

Cycle Planning" process that includes a call for proposals, formal selection, quarterly reporting, annual program review, peer reviews and annual updates for multi-year projects, all tracked using the NA-22 WebPMIS system.

There is a difference between funding work and authorizing a project to begin. By law, work cannot start on a project until it is authorized, even though funding has been received. For DOE/NNSA sponsors, work can start when a signed Work Authorization Statement is received. Conversely, for sponsors other than DOE/NNSA, work cannot begin until funds are received through the WFO process. In either case, once work is authorized, the Annual Funding Program process is used to route funding to the Laboratory. Because the WFO process typically takes more time than the DOE/NNSA WAS process, it is important for PI/PLs to allow more time up-front before work can start. For more details on the WFO process, see section 4.5.

An important requirement for the financial management process is for program managers and line organizations to have agreed to the project plan and a funding allocation matrix. Discussion between the PI/PL, program office, and line management must take place in order to determine the best method to document the agreement and allocate funds.

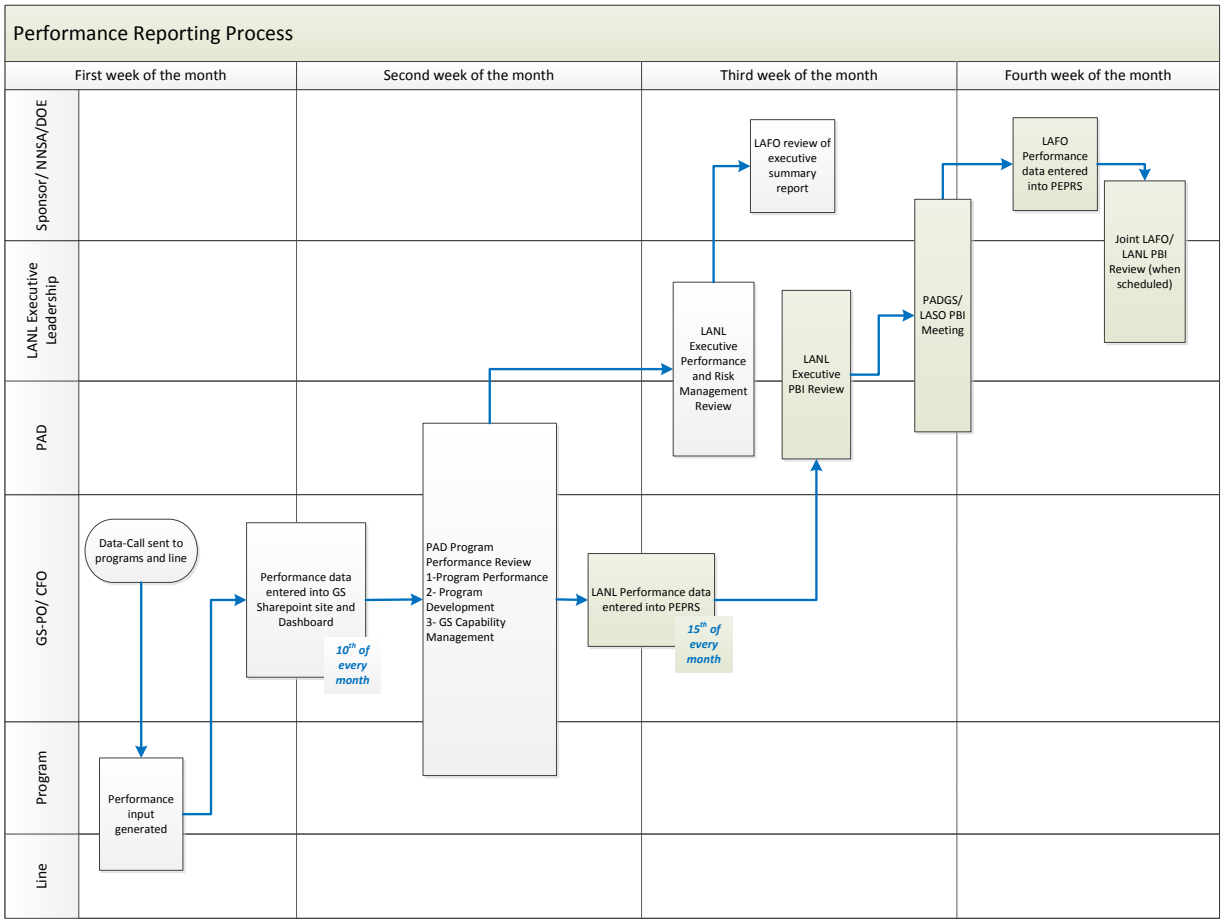
4.3 Performance Reporting

LANL contractual requirements and program management best practices have resulted in an integrated monthly performance reporting process. As indicated in Figure 4-4: Monthly Performance Reporting Process, there are 4 primary reporting steps:

- Data-call, performance input generation and data consolidation
- PADGS Program Performance Review
- LANL Executive reviews
- LANL (contract performance) PEP reviews

PADGS utilizes three tool sets that aid in this reporting process: SharePoint, for detailed status input from each of the level 5 WBS items (reportable units); Dashboard, for consolidated reporting within LANL and for transparency with LAFO; and the PEPRS tool used to report on PEP status. Other tools, such as the lab's Oracle financial system are used to generate data that is consolidated into the above tools for consistent reporting. Note that sponsor-specific performance reviews are also typically required but not addressed here.

Figure 4-4: Monthly Performance Reporting Process



For the GS reporting process streams, at the beginning of every month a data call is issued to the programs and lines. Input is generated in a standard format. To the extent possible, performance data is repackaged according to the requirements of the reporting process streams thus avoiding repeat data calls. Much of the data is initially collected in the SharePoint data system.

From the collected data in SharePoint, the GS-PO organization consolidates the information and loads the LANL dashboard for the PADGS organization. There are four primary points of measure in the GS dashboard:

- GS Program Development; with sub-measures that address strategy execution, program development, new budget authority and customer perspective
- Program Performance; with sub-measures that evaluate risk, execution, and financial status for each of the four GS Programs, current customer satisfaction, and indirect-program financial performance
- Capability Management; with sub-measures that evaluate future (long-term) capability, current (near-term) capability and the status of GS critical few improvement projects.

The dashboard has been designed to keep the key metrics that indicate the overall health of the GS program in plain view, transparently visible to LANL executive management,

implementing organizations, and key stakeholders (such as LAFO). The measures in the dashboard may change from time-to-time as the needs of the organization change. This document will reflect these changes only when significant changes are made to the content of the dashboard.

The PADGS Program Performance Review is an extended meeting attended by the PADGS, DPADGS, the lead Program Managers, CFO, and GS-PO. Each element of the dashboard, and its supporting data, is reviewed and discussed. Actions that result from this meeting are tracked and reported on during the next meeting.

The same data set is then also used to populate the necessary reporting tools that support the further needs of the LANL management and LAFO oversight.

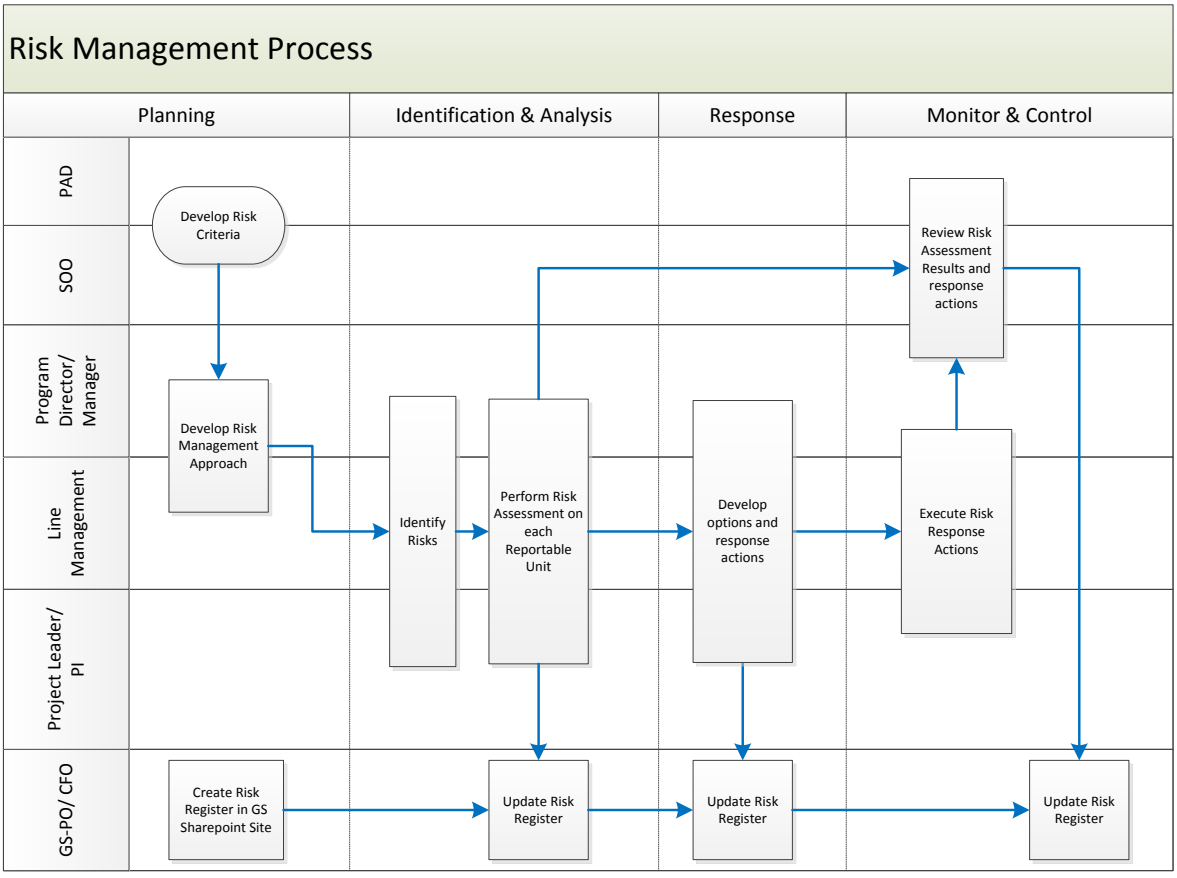
4.4 Risk Management

Risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on the project's objectives. Risk is also broken down into two key dimensions; Likelihood, and Consequence. The combination of these two dimensions provides insight into the risk profile for a given project.

Program or portfolio risks, if they occur, may affect the success criteria of the program or portfolio. Consequently, the objectives of the GS portfolio risk management process are to increase the probability and impact of positive events, and decrease the probability and impact of negative events.

The risk management process follows a standard set of steps including planning, identification/analysis, response, and monitor/control. As shown in Figure 4-5: Risk Management, both program and line management have critical responsibilities in this process. What is not indicated in this figure is the responsibility of the PL/PI to manage risk associated with their individual project or reportable unit.

Figure 4-5: Risk Management



4.5 Funds-in Processing for Work for Others

The intent of the WFO Program is to ensure the Laboratory is leveraging its unique scientific and technological capabilities to serve the broader national security and scientific missions. This intent supports the requirements of the Economy Act (Economy Act of 1932, as amended), or other authorities and regulations (e.g. Executive Order 12333), and the LANL M&O Prime Contract.

WFO includes work performed for non-DOE entities for the purpose of enhancing U.S. security in the broadest sense and supporting technology transfer. WFO includes, but is not limited to, activities related to nonproliferation, energy security, maintaining core competencies, and enhancing the science and technology base at DOE/National Nuclear Security Administration facilities.

WFO is divided into three primary subcategories:

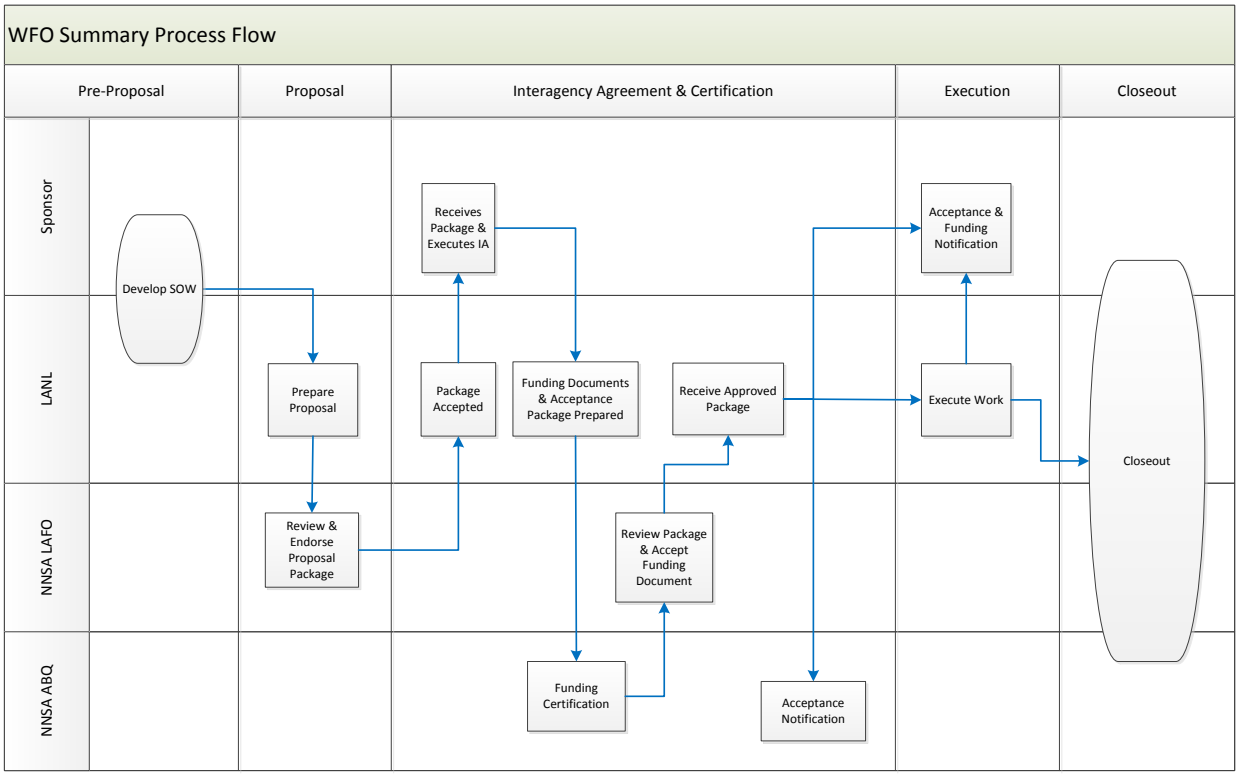
- Other Federal Agency Work—This is work performed for non-DOE federal agencies exclusive of work for the intelligence community. OFA work is conducted through Interagency Agreements.
- Interagency Work for Others—This is work performed for intelligence community members. While IW is technically a subcomponent of OFA (and potentially NFE), it is tracked and managed separately. IW is conducted through a process managed by the DOE Office of Intelligencence and Counterintelligence and implemented at the NNSA Los Alamos Site Office and LANL.
- Non-Federal Entities Work—This is work performed for non-federal entities including, but not limited to, private entities, commercial entities, other non-federal government entities (e.g., states and municipalities), and universities. NFE work is conducted through NFE Agreements.

To ensure successful implementation coordination is required amongst CFO, Principal Investigators and Project Leaders, operational support entities, as well as Line and Program offices to meet WFO requirements and facilitate the WFO process. This includes negotiation; project characterization; safeguards and security reviews; environmental, safety and health reviews; and assistance in the preparation of the various funding documents and agreements required for execution of WFO.

Management of the WFO process includes close coordination with LAFO. LAFO plays a critical role through their review, approval, and oversight of WFO. LAFO efforts are integrated, in part, through an automated WFO process (eWFO) and regular interactions.

Figure 4-6, WFO Summary Process Flow, shows the general work flow for in-processing WFO funds. The process shown generally reflects the Other Federal Agency process, but is similar to Interagency Work and Non-Federal Entity processes. All of these processes are governed by LANL Program Description PD-860, Work For Others Program.

Figure 4-6: WFO Summary Process Flow



5. Management Resources

5.1 Institutional Resources

Significant resources have been made available by the Laboratory to assist in the management of work, both for program and for lines organizations. These resources include:

- Financial management: http://int.lanl.gov/finance/index.shtml
- Procurement:
  - http://int.lanl.gov/services/procurement/index.shtml
  - http://int.lanl.gov/services/property/index.shtml
- Quality: http://int.lanl.gov/services/quality/index.shtml
- Environment: http://int.lanl.gov/environment/index.shtml
- Safety: http://int.lanl.gov/safety/index.shtml
- Health: http://int.lanl.gov/employees/health-fitness/index.shtml
- Security: http://int.lanl.gov/security/index.shtml
- Human Resources: http://int.lanl.gov/employees/index.shtml
- Information Technology
  - http://int.lanl.gov/computing/index.shtml
  - http://int.lanl.gov/org/padste/adit/index.shtml
- Communications: http://int.lanl.gov/services/communicating/index.shtml
- Project Management:
  - http://int.lanl.gov/org/padcap/adpm/index.shtml
  - http://pmd-shpt-prod:6129/default.aspx
- R&D Central: https://rdcentral.lanl.gov/Pages/default.aspx
- WFO funding authorization: http://int.lanl.gov/finance/budgeting/work-for-others.shtml
- Training: http://int.lanl.gov/services/training/index.shtml

5.2 GS Resources

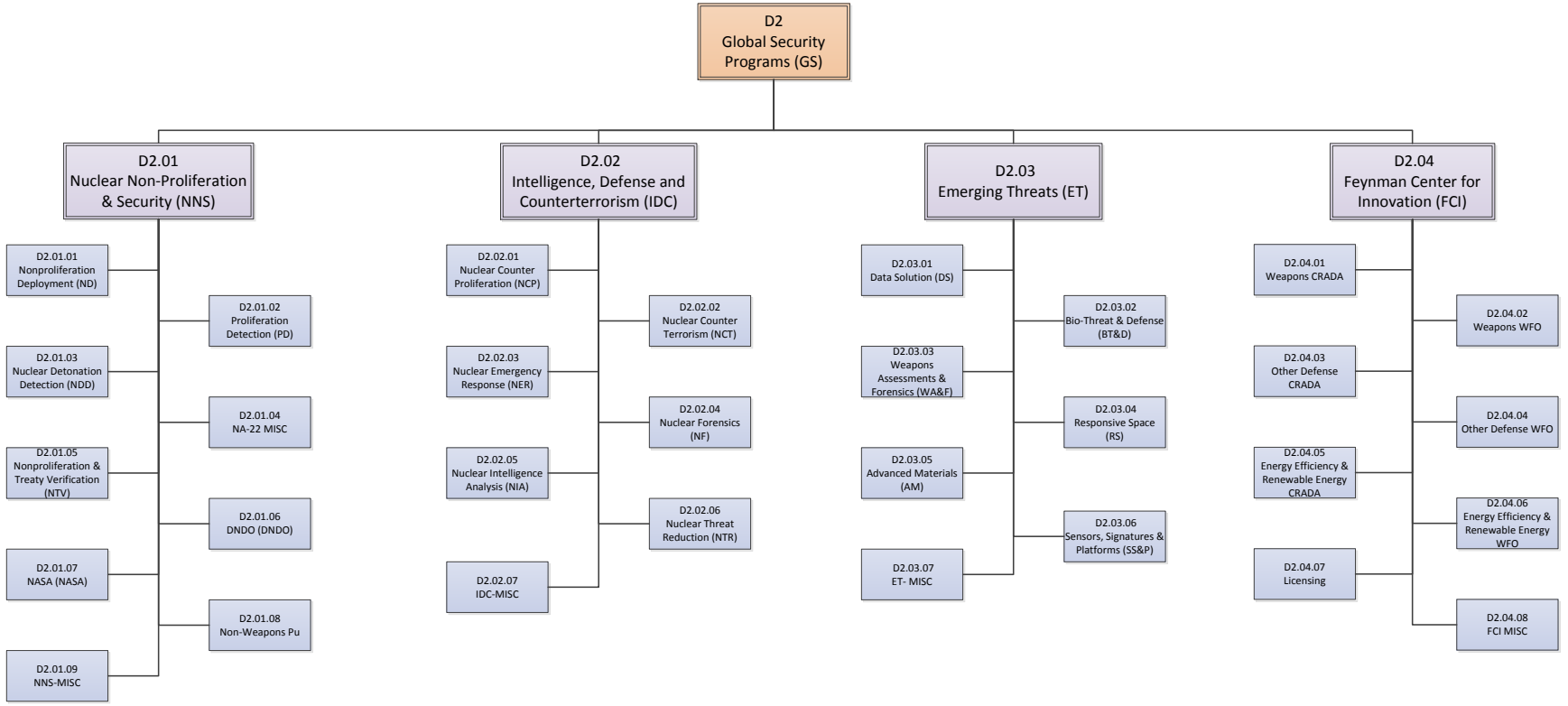
The Global Security Directorate is in the process of deploying additional resources for program and line management that are specific to the types of work contained in the GS portfolio. These resources include:

- Richard P. Feynman Center for Innovation: http://int.lanl.gov/org/padgs/feynman-center/index.shtml
- GS Strategic Outcomes Office: http://int.lanl.gov/org/padgs/strategic-outcomes/index.shtml
- Project/Program/Portfolio Management in GS (access controlled): https://gs-sharepoint.lanl.gov/default.aspx

6. Attachments

6.1 Attachment A: GS Work Breakdown Structure

This is the GS WBS as of the publication of this document and is subject to frequent change due to the volume of work that is performed by the GS program offices. For the most current version please contact the GS-PO.



6.2 Attachment B: GS Roles, Responsibilities, Authorities and Accountabilities

Principal Associate Director for Global Security	
Role	The role of PADGS is to provide the leadership and management of the Global Security portfolio at Los Alamos National Laboratory
Responsibility	• Establish the portfolio vision and strategy for GS activities • Oversee work capture, work execution, and capability sustainment execution at the portfolio level • Recruit, hire, and grow key staff members filling important roles across the GS portfolio management team • Integrate the GS mission with the other missions at Los Alamos National Laboratory • Advocate for the GS mission work to stakeholders inside and outside of LANL
Authority	• Approve hiring and procurement actions consistent with Laboratory policy • Approve GS senior management documents (i.e., this PMP) and policies • Commit the Laboratory to perform individual projects with values >$10M • Approve GS strategic plans for work capture, execution, and capability sustainment
Accountability	To the Laboratory Director and LANS Board of Governors for fulfilling responsibilities and authorities listed above
Deputy Principal Associate Director for Global Security	
Role	The role of DPADGS is to assist in the leadership and management of the Global Security portfolio at Los Alamos National Laboratory
Responsibility	• Facilitate the establishment of the portfolio vision and strategy for GS activities • Interface with laboratory personnel and direct them as necessary to remove barriers, set priorities, assure integration, etc. in order for the GS portfolio to be successful • Control and direct day-to-day execution, as necessary at a senior level of management, to reasonably assure GS portfolio success • Communicate with stakeholders internal and external to the Laboratory regarding the capabilities and health of the GS portfolio • Make rapid notification to appropriate stakeholders of significant events that have occurred within the GS portfolio • Direct the development, negotiation, changes, and monthly reporting of the LANS/NNSA Performance Evaluation Process
Authority	• Act on the behalf of the PADGS during periods of his/her absence • Establish management systems and processes to accurately status and report on project execution
Accountability	To the PADGS for fulfilling the responsibilities and authorities listed above
Program Director- Strategic Outcomes Office	
Role	The role of a Director in the Strategic Outcomes Office is to develop and manage GS long-term (3-5 year) strategies and objectives
Responsibility	• Develop GS long-term (3-5 year) strategies and objectives • Generate and publish updates to the GS strategic plan • Monitor progress on programmatic and cross-cut tactical action plans
Authority	• Allocate Program Development (PD) funds to programs and cross-cut teams for execution of tactical (annual) action plans

Accountability	To the PADGS for fulfilling the responsibilities and authorities listed above
Program Director	
Role	The role of the Program Director is to manage and coordinate all actions necessary for their sub-elements (i.e., Program Managers) to meet the short and long term needs of their sponsors
Responsibility	• At an overview level of the Program, work with sponsors to understand their needs, present proposals/solutions that address their needs, provide them feedback on the progress of their projects, and seek their feedback on LANL's performance • Develop, control, and communicate the Program's strategy and plans for the long term health of the Program, particularly in the area of work capture • Utilize project status information to continually balance priorities and resolve issues across the institution in a manner that maximizes the Program's success • Manage Program-level risks and opportunities • Working with lab leadership, establish a strategy and oversee the execution of a tactical plan that provides an enduring technical capability (in terms of staff and facilities/equipment) that can support the long-term needs of the program • Support the SOO in developing GS long-term (3-5 year) programmatic strategies and objectives. Develop tactical programmatic action plans to achieve these objectives given Programmatic PD funding levels. Adjust plans based on progress throughout the year.
Authority	• Commit the Laboratory to perform individual projects with values <$10M • Direct audits and/or assessments to be performed on the execution of their program work • Provide input to line management on the level of performance of line's staff while completing program assigned tasks • Prioritize work within their assigned Program to facilitate resource assignments and utilization • Allocate Programmatic PD funds in order to achieve tactical action plan objectives.
Accountability	To the PADGS and DPADGS for fulfilling the responsibilities and authorities listed above
Program Manager	
Role	The role of the Program Manager is to manage and coordinate all actions necessary for their assigned sub-elements to meet the short and long term needs of their sponsors
Responsibility	• Work with the sponsors of the assigned sub-element to understand their needs, match LANL capabilities to those needs, receive funding to perform work that satisfies those needs, routinely provide them feedback on the progress of their projects, and seeks their feedback on LANL's performance • In support of the Program Director develop, control, and communicate the sub-element's strategy for the long term health of the Program, particularly in the area of work capture • Receive written instructions from sponsors on the assigned and funded projects • Assist line management in their efforts to assemble teams that will be assigned the project work • Document and approve work assignments within the Laboratory to cover scope, cost, and schedule as a minimum • Oversee the execution of all projects in order to assist line management in avoiding problems, resolving issues, optimize coordination across all sub-elements, and to assure sub-element success • Manage sub-element-level risks and opportunities

	• Support the establishment of a strategy and the execution of a tactical plan that provides an enduring technical capability (in terms of staff and facilities/equipment) that can support the long-term needs of the sub-element • Support the SOO and Program Directors in developing GS long-term (3-5 year) programmatic strategies and objectives. Assist Program Directors in developing tactical programmatic action plans to achieve these objectives given Programmatic PD funding levels. Adjust plans based on progress throughout the year.
Authority	• Commit the Laboratory to perform individual projects with values <$3M • Direct audits and/or assessments to be performed on the execution of their sub-element work • Provide input to line management on the level of performance of line's staff while completing sub-element assigned tasks • Prioritize work within their assigned sub-element to facilitate resource assignments and utilization
Accountability	To the Program Director for fulfilling the responsibilities and authorities listed above
Global Security Program Office Director	
Role	The role of the Global Security Program Office Director is to provide the systems and support to GS senior management and the program elements that facilitate portfolio, program, and project lifecycles
Responsibility	• In collaboration with the program elements and GS senior management, define, implement, and maintain the GS work scope performance reporting processes • In collaboration with the program elements and GS senior management, define, implement, and maintain the core set of project management related tools and systems that PI/PLs responsible for GS projects shall use during project initiation, planning, execution, monitoring & controlling, and close out phases • Provide centralized portfolio, program, and project management support (i.e., training, tool development, process development, etc.) to GS senior management, program elements, and PI/PLs as requested • Provide the primary support to the PADGS for PEP development, change management, and reporting
Authority	• Directly contact PI/PLs and other key personnel (i.e., CFO, etc.) to receive project status information • Communicate high level project status information to LAFO on behalf of the program elements
Accountability	To PADGS and DPADGS for fulfilling the responsibilities and authorities listed above
Line Manager (Associate Director, Division Leader, Group leader)	
Role	The role of line management is to lead and manage their organization in order for it to successfully and compliantly execute projects, now and in the future, as assigned by the Program Manager
Responsibility	• Provide day-to-day management oversight to assure project execution is complying with safety, security, quality, environmental, and other applicable regulations and requirements • Assign the Principal Investigator/Project Leader to lead each project assigned to their organization by the Program element and/or assign staff to support project needs • Assist the PI/PL in forming their project team • Approve the acceptance of a new project into their organization, including the agreement of the project's scope, cost, and schedule paying particular attention to balancing the work load within their organization and only accepting work where confidence is reasonable that the sponsor's expectations can be met • Provide day-to-day management oversight of project execution; reviewing project status, addressing issues to support the project's successful

	completion, raising concerns to the appropriate managers/organizations within the lab, etc. • Support the requests of the Program Managers/Directors in their work capture efforts by identifying opportunities and providing input to strategy development, particularly if the Line Manager is also a Capability Manager • If the line manager is assigned as a capability manager, identify the resource (people, facilities, equipment, dollars) needs to maintain their assigned technical capability consistent with the Laboratory's long range goals and then working with the Program Managers/Directors (including those outside of GS if applicable) to develop a strategy and tactical plan to achieve those needs (this responsibility if often supported by a Point of Contact within the line organization) • Execute the tactical plan, as assigned, to maintain the long term health of the assigned capability and provide routine status information on the progress being made in executing the plan • Ensure that only the project work that has been funded and approved is performed as part of the project's scope • Support the SOO and Program Offices in development of GS long-term strategies and objectives.
Authority	• Approve hiring and procurement actions consistent with Laboratory policy • Delegate authorities consistent with Laboratory policies • Control and manage activities in order to execute the responsibilities outlined in the responsibility section
Accountability	To the program elements and superior line manager for fulfilling the responsibilities and authorities listed above
Principal Investigator/Project Leader	
Role	The role of the PI/PL is to lead and manage the assigned project to a successful completion
Responsibility	• Define the requirements of the project deliverable in enough detail to plan, execute, control, and deliver the project's scope to the satisfaction of the sponsor • Identify the necessary team members and work with line management, including line management of other organizations if a cross-functional team is necessary, to get them assigned as needed to support the project • Document the project plan, get it approved by Program and Line management, and provide routine status reports to LANL management and the GSPO • Lead the project's execution to ensure that project work is executed in a safe, cost effective, and compliant manner while meeting project performance objectives and goals • Analyze and manage project risks, trends, and changes • Serve as the focal point for both internal and external communication on the project • Identify opportunities for future work capture and work with the Program Manager(s) in the development of specific work capture strategies and plans
Authority	• Approve the project plan (including cost estimate) and any changes • The expenditure of project funds consistent with Laboratory policy • Require accountability from project team members • Provide input to line management on the level of performance of line's staff while completing project tasks • Approve the assignment and re-assignment of key project team members
Accountability	To the program manager and line management for fulfilling the responsibilities and authorities listed above
Project Team Member	

Role	The role of the Project Team Member is to provide their talents and abilities to the benefit of the project as agreed to by the line management and the PI/PL
Responsibility	• Complete assigned project duties in a timely, safe, compliant, and effective manner • Inform the PI/PL of the status of their work assignment on a routine basis and as required when events warrant • Inform their line manager of the status of their work on the project, particularly as it pertains to work load and estimated completion dates to facilitate staff planning by the line organization • Only charge the project for work that has been specifically assigned by the PI/PL and is consistent with the needs of the project • Identify opportunities for future work capture and work with the Program Manager(s) in the development of specific work capture strategies and plans
Authority	• Review and concur with the scope, cost, and schedule for the work assigned to them
Accountability	To the program elements, line management, and PI/PL for fulfilling the responsibilities and authorities listed above
Senior Intelligence Executive	
Role	The Senior Intelligence Executive (SIE) is the Laboratory official charged with accepting all Intelligence Work, for risk acceptance of Intelligence Work on behalf of the Laboratory
Responsibility	Review all Intelligence Work taskings to the Laboratory and accept/reject that work based on risk acceptance on behalf of the Laboratory
Authority	• The SIE has presumptive access to all intelligence information, activities and Intelligence work within the Laboratory • The DOE SIE has issued guidance on appointment of the SIE and the Laboratory will follow the Departmental guidance regarding nomination and appointment requirements
Accountability	The SIE is accountable to senior Laboratory Management for properly fulfilling the responsibilities and authorities listed above
Field Intelligence Element Director	
Role	The Field Intelligence Element Director (FIE) as the DOE Senior Intelligence Officer's representative at the Laboratory is the principal official within LANL responsible for compliance, oversight, and reporting under Executive Order 12333, 13462, and the DOE "Procedures for Intelligence Activities."
Responsibilities	• The principal officer responsible for the protection of classified intelligence information in accordance with those Executive Orders and the applicable Director of Central Intelligence Directives and Intelligence Community Standards • Notification, review, and adjudication of all incidents of security concern involving intelligence related information, including cyber related incidents on behalf of the DOE Senior Intelligence Executive • Supporting the Department's core intelligence mission, including providing support to and oversight of all Intelligence Work with the Laboratory
Authority	• The FIE has presumptive access to all intelligence information, activities, and Intelligence Work within the Laboratory • The DOE SIE has issued guidance on appointment of the FIE and the Laboratory will follow the Departmental guidance regarding nomination and appointment requirements